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## ENCLOSURE A

ROUGH PLAN FOR AN OFFICE OF ESTIMATES

This plan is based on the concepts held in 1945-46 and more recently set forth in the Dulles Report, NSC 50, and the "Webb Proposals". One point must be made absolutely clear however, in order to avoid the patent defects of a joint committee system. It must be understood by all concerned that the Director at his level and the Assistant Director at his, having heard all the pertinent evidence and argument, have a power of decision with respect to the form and content of the estimate, other interested parties retaining the right to record divergent views when these relate to substantial issues and serve to increase the reader's comprehension of the problem, and then only.

The plan also presupposes:

- a. The establishment of a Research Office in CIA to provide intelligence research reports in fields of common concern (e.g., scientific, economic, geographic).
- b. Action to make sure of the availability of research support from the departmental agencies adequate to meet the requirements of the Estimates Office as to both timeliness and content. This condition cannot be met at present.
- c. The recruitment of requisite senior personnel as rapidly as possible. The contemplated Office cannot be adequately manned with personnel now in CIA.
- d. Thorough indoctrination of the IAC agencies in the new, cooperative concept, and a new start in relations with them. Initiation of the plan in the atmosphere which now exists would very probably be taken by them as an opportunity to impose on the partly imaginary CIA with which they have long contended. This plan will not work except on a basis of mutual confidence and cooperation in the national interest.

## ORGANIZATION AND FUNCTIONS

Office of the Assistant Director

Assistant Director and Deputy Assistant Director  
Coordination and Liaison Staff  
Administrative Staff

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Coordination and Liaison Staff (For supporting argumentation see the Annex to this Enclosure.)

A. Composition.

1. One full-time representative each designated by the IAC representatives of State, Army, Navy, and Air Force respectively.
2. A similar representative of the CIA research office (or part-time representation of each of its major components?).
3. CIA Staff Assistant, NSC Staff
4. A similar CIA representative with OSD and JIG
5. Executive secretariat.

B. Functions

1. In general, to represent the interest of their respective agencies in the Estimates Office, and the interest of the Estimates Office in their respective agencies.
2. Specifically, to assist the Assistant Director in:
  - a. Developing the estimates production program.
  - b. Formulating the terms of reference for particular estimates.
  - c. Formulating requests for research support and obtaining prompt and effective compliance therewith.
  - d. Reviewing the estimates produced prior to their submission to the Director and the IAC.
  - e. Securing IAC concurrence, or at least the formulation of dissent in the light of joint consideration.

Administrative Staff

Personnel, fiscal, and administrative services.  
Receipt and dissemination services.  
Reproduction services.

Current Intelligence Division

Production of the Daily Summary

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Editing and publishing of other periodical reviews.  
Custody of sensitive material.  
Maintenance of situation room.  
Maintenance of off-hours watch.

Five Regional Divisions: American, North Atlantic, East European, Southern, and Far Eastern.

A. Composition

1. Senior analysts well qualified by aptitude and experience for critical appraisal of current information and research data, for the perception of emergent trends, and for interpretation of the significance of current or anticipated developments. While every sort of expertise — political, economic, military, and area — should be represented, the emphasis should be on appreciation of the effect of all factors in combination.
2. Integral research support for these senior analysts, to assist them by keeping track of current developments, organizing research data from various sources, doing leg work, and drafting under their direction.

B. Functions

1. Surveillance of the developing situation, consultative guidance of the Current Intelligence Division, and the initiation of research projects and of estimates as required.
2. Production of estimates falling within Divisional competence.
3. Provision of appropriate expert participation in task groups formed to produce estimates of broader scope.

Functional Division

Provision of expertise (e.g., scientific, economic, geographic) as required on a functional rather than regional basis.

General Division

A very few analysts of broad competence rather than particular specialization, to concern themselves with the inter-relationship of developments falling within the cognizance of two or more divisions and to provide leadership for task groups set up to deal with such problems.

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#### HYPOTHETICAL CASE

(This is intentionally a rather complicated case. Most cases could probably be handled more simply, by the same basic procedure, but with fewer stages.)

1. Need for an intelligence estimate arises in relation to a problem before the NSC Staff.
2. Requirement communicated to Assistant Director by CIA Staff Assistant, NSC Staff.
3. Requirement considered by Assistant Director in consultation with appropriate members of Coordination & Liaison Staff and chiefs of Divisions concerned. These consultants assist him in:
  - a. Formulating a statement of the problem and of the nature and scope of the response required.
  - b. Determining whether the requirement can be met from information already on hand, or whether specific research support is required.
  - c. Formulating requisitions for research support.
  - d. Ensuring prompt and effective response to such requisitions by their respective agencies.
  - e. Forming an appropriate task group within the office to produce the required estimate.
4. Executive Secretariate records decisions taken pursuant to foregoing consideration and sees to their execution.
5. Task group makes direct contact with research agencies with respect to research required.
6. Research contributions received and reviewed by task group, which may directly require explanation, elaboration, or justification of departmental findings, reporting to the Assistant Director if not satisfied.
7. Satisfactory research support having been obtained, task group proceeds to develop integrated estimate.
8. Draft estimate submitted to Assistant Director for review in consultation with task group and appropriate members of Coordination & Liaison Staff.
9. Draft estimate either tentatively adopted or referred back to task group for revision to meet shortcomings.
10. IAC reactions to estimates tentatively adopted by

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Assistant Director obtained through C & L Staff. At this stage it is the function of these officers personally to explain and if possible justify CIA estimate to their respective principals.

11. Final review of estimate by Assistant Director and C&L Staff with consideration of IAC reactions.

12. Estimate formally submitted to Director as agreed, or with notation of prospective dissents as developed in joint discussion.

13. Review of estimate by Director with IAC and final action thereon.

14. Publication of estimate as adopted by Director with notation of any final dissent.

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